

# **2013 LOUISIANA WORKFORCE PLAN SURVEY**



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## 2013 Workforce Plan Survey

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### EXECUTIVE SUMMARY

Our annual workforce planning survey was done in September 2013. The survey was sent to 32 agencies with 14 responding Executive branch agencies and 3 educational entities for a total of 17 completed surveys (53% participation). The 2013 survey is similar in content to the 2012 survey. Responses, arranged by subject category, are summarized and highlighted below.

The economic and business climates look very similar in 2013 as in 2012 with agencies facing budget cuts due to declining revenue. Agencies are still concerned about turnover, using pay mechanisms to attract talent, and using recruiting efforts to fill vacancies. Budget concerns are also an issue for more than half the agencies who responded.

While agencies are still using budget friendly options to attract and retain new talent such as job sharing, telecommuting, rewards and recognitions, and flexible work hours; the majority of agencies indicated they use various pay mechanisms to attract and retain current employees. As with last year, agencies are still concerned about reductions in force. This trend will likely continue until budgets and the economy stabilize.

### WRITTEN WORKFORCE PLAN

Three respondents indicating they have a current written workforce plan out of 17 respondents.

The respondents who indicated that they did have a written workforce plan were:

- ✦ Department of State Civil Service
- ✦ Department of Public Safety
- ✦ Louisiana Workforce Commission

### Important Workforce Planning Considerations for 2013

- ✦ Retirements—In 2013, **55.5%** of agencies are concerned about the number of retirements within the next 5 years.
- ✦ Budget cuts— **88.9%** of the respondents to the 2012 survey said that budget cuts are still a very important workforce consideration for their agency.  
Additionally, **44.4%** said that Layoffs/Reductions in Force are of concern to them.

- ❖ Institutional Memory—In 2013, **72.2%** of agencies are concerned with the loss of institutional memory.
- ❖ Problems attracting/recruiting employees—**66.7%** of respondents indicated issues with attracting and retaining employees due to pay. **50.0%** of respondents also indicated issues with attracting and retaining employees due to budget concerns.

## Components of Workforce Planning Being Done

- ❖ **77.8%** of respondents indicated they had identified key positions likely to be vacated within the next five years.
- ❖ **27.8%** of respondents have identified critical competencies needed for key positions.
- ❖ **27.8%** of respondents indicated they have implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost.
- ❖ **61.1%** of respondents indicated they had implemented training for employees to provide them with appropriate knowledge and skills.

## Training

- ❖ **100%** of respondents used online or computer based training in 2013.
- ❖ **75%** of survey respondents used outside seminars and workshops.
- ❖ **87.5%** of respondents cross-train employees through various assignments in equivalent positions so they may learn different areas.

## Recruiting/Hiring

As might be expected in a down economy and state hiring freeze, recruiting efforts have been reduced by most agencies. However, while the need to recruit is not as great on an ongoing basis, there are still many essential jobs in specific areas that must be filled even during hiring freezes and budget shortfalls. These include jobs at our prisons, hospitals, and veteran's homes. Agencies continue to use the recruiting tools listed below to maintain their market presence in 2013:

- ❖ *Posting vacancies on LA Careers*
- ❖ *Posting vacancies on internet job boards other than La Careers*

- ❖ *Paying above minimum of range (Special Entrance Rates, pay for extraordinary qualifications/credentials, etc.)*
- ❖ *Newspaper ads*
- ❖ *Referrals by current employees*
- ❖ *Professional journals/associations*
- ❖ *Special Pay/Premium Pay*
- ❖ *Career fairs*

## **Employee Retention**

- ❖ **87.5%** of respondents indicated that they use pay for extraordinary credentials to attract and retain employees.
- ❖ **81.3%** of respondents also indicated they use Special pay under rule 6.16 (such as premium pay, optional pay, individual pay adjustments etc.) to retain employees.
- ❖ **75%** of respondents indicated that flextime/flexible work schedules and casual days have improved the work environment for employees.
- ❖ **81.25%** of respondents indicated the inability to pay performance adjustments was the biggest challenge faced when hiring and retaining employees.

## **Preserving Institutional Knowledge**

- ❖ In 2013, **93.8%** of agencies used job aids such as written regulations, policy manuals, guidelines and handbooks to retain institutional knowledge.
- ❖ In 2013, **81.5%** of agencies indicated that they were documenting work processes/flowcharting

- ✦ In 2013, **68.8%** of agencies indicated that they were hiring back retirees as ways to preserve institutional knowledge.

## **Jobs Most Difficult to Fill**

One part of the survey gives respondents several job categories and asks them to indicate which ones are most difficult to fill. They were instructed to check all those categories which applied.

- ✦ In 2013, the most difficult jobs to fill, as indicated by the respondents, were managerial/supervisory level jobs and information technology jobs with **31.25%** in each category. Fiscal/Accounting jobs ranked next with **25%** indicating they were difficult to fill. Professionals, engineering professionals, clerical, skilled trades, social services, and law enforcement jobs ranked next with **12.5%** in each category of survey respondents indicating they were difficult to fill.

## **LIST OF SURVEY RESPONDENTS**

Below is a list of the agencies and persons who responded to the survey.

1. *Department of Natural Resources, CPRA, Department of Environmental Quality – Mary Ginn, Human Resources Director*
2. *Department of Health and Hospitals – Tammy Brown, Human Resources Manager*
3. *Department of Corrections – Tanisha Matthews, Human Resources Director*
4. *Nicholls State University – Annette Arboneaux, Human Resources Director*
5. *Department of State Civil Service – Samantha Harris, Human Resources Manager*
6. *Department of Public Safety – Ginger Krieg, Human Resources Director*
7. *Louisiana Public Service Commission – Judy Whitmire, Human Resources Director*
8. *Department of Transportation and Development – Susan Pellegrin, Human Resources Director*
9. *Department of Treasury – Lynette Mack, Human Resources Director*
10. *Department of Children and Family Services – Shelly Johnson, Human Resources Director*
11. *Northwestern State University – LaDonna Rachal, Human Resources Supervisor*
12. *Department of Insurance – Pamela Croxton, Human Resources Director*
13. *Louisiana Workforce Commission – Sarah Ragona, Human Resources Director*
14. *Secretary of State – Ashley Gautreaux, Human Resources Director*
15. *Department of Culture, Recreation and Tourism – Rikki David, Human Resources Director*
16. *Southeastern Louisiana University – Kevin Brady, Human Resources Director*
17. *Department of Agriculture and Forestry – Melissa Sylvia, Human Resources Director*

## Contact Us

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